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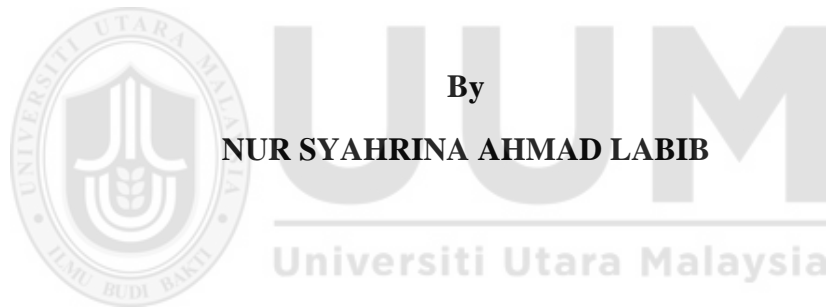
**RELATIONSHIP OF REWARDS AND ORGANIZATIONAL SUPPORT
TOWARDS JOB SATISFACTION**

NUR SYAHRINA AHMAD LABIB



**MASTER OF HUMAN RESOURCES MANAGEMENT
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TOWARDS JOB SATISFACTION**



By

NUR SYAHRINA AHMAD LABIB

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia
In Partial Fulfillment of the Requirement for the
Master of Human Resources Management**

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ABSTRACT

Job satisfaction is important to ensure all employees be more productive in helping the organization to achieve success. This study is done to understand the relationship of two factors of job satisfaction (rewards and organizational support) with job satisfaction. This research focused on private sector employees to understand the factors that affected job satisfaction. A manufacturing company in Penang is selected for the study and 170 questionnaires are distributed to the employees in the company. All variables are measured using 13 items drawn from previous researches. This is a quantitative study and simple random sampling is chosen for this research because each employee in the organization has equal probability of being chosen. The findings of this study provide significant and positive relationship between rewards, working conditions and organizational support with job satisfaction of employees in the organization. There are several recommendations made for future research to have better results. The results from this are hoped can provide to other people besides the organization for a better understanding regarding this matter. By having knowledge regarding job satisfaction of individuals, greater success can be produced and ensure a better future.

Keywords: job satisfaction, rewards, working condition, organizational support.

ABSTRAK

Kepuasan kerja amat penting dalam memastikan semua pekerja menjadi lebih produktif dalam menolong sebuah organisasi untuk mencapai kejayaan. Kajian ini dijalankan untuk memahami hubungan antara ganjaran dan sokongan organisasi dengan kepuasan kerja. Kajian ini memfokuskan pada pekerja-pekerja sektor swasta untuk memahami tentang faktor-faktor yang mempengaruhi kepuasan kerja. Sebuah syarikat pembuatan di Pulau Pinang telah dipilih untuk kajian ini dan 170 borang soal selidik telah diedarkan kepada pekerja-pekerja di syarikat itu. Kesemua pembolehubah telah diukur menggunakan 13 item yang telah diambil dari kajian terdahulu. Kajian ini adalah kajian kuantitatif dan persampelan rawak mudah telah dipilih kerana setiap pekerja dalam organisasi mempunyai kebarangkalian yang sama untuk dipilih. Dapatan kajian menunjukkan bahawa terdapat signifikan dan hubung kait yang positif antara ganjaran, keadaan bekerja dan sokongan organisasi dengan kepuasan kerja oleh pekerja di dalam organisasi yang terlibat. Terdapat beberapa cadangan telah dibuat kepada kajian akan datang untuk membantu mencapai hasil kajian yang lebih bagus. Hasil kajian ini diharap dapat memberi organisasi yang terlibat dan juga pihak lain pengetahuan yang lebih mendalam tentang kepuasan kerja. Melalui pengetahuan tentang kepuasan kerja seseorang pekerja ini, lebih banyak kejayaan dapat dihasilkan dan menjamin masa depan yang lebih baik.

Kata kunci: kepuasan kerja, ganjaran, keadaan bekerja dan sokongan organisasi.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

In this chapter, it discusses issues related to job satisfaction in private sector employees. This chapter consists background of the study, problem statement, research questions, research objectives, significance of study and scope of study. At the end of this chapter also discussed the definition of key terms, organization of thesis and conclusion on chapter one.

1.2 BACKGROUND OF STUDY

The satisfaction of employee towards job is about the delight of employee himself regarding his job (Mehta, 2014). It is about the employee's happiness in doing job. The issue of job satisfaction is very important in private organizations (Bektas, 2017). This is because, the performance of an organization depends on their employees (Mehta, 2014). Normally, the satisfaction of employee is commonly related to motivation, performance, absenteeism and general satisfaction in life (Mehta, 2014).

The satisfaction of the job also can be considered as an interactive evaluative process among individual and environment (Schalkwyk & Rothmann, 2010).

Further, the individual perceptions and unique circumstances such as values and need will influence the evaluation. The employees will evaluate whether they satisfied with the job or not. If the results turn out to be not satisfied, the it may lead to intention to leave (Sumner & Niederman 2003).

The satisfaction of job can be divided into intrinsic job satisfaction and extrinsic job satisfaction. Intrinsic job satisfaction refers to the employee's expectation from the job and he will reflect the attitude towards his job (Bektas, 2017). The satisfaction of job not only related with the monetary gains but also the socio-psychological gains from the job. The colleagues and top management also play vital role in determining the employees' satisfaction towards the job. If the satisfaction towards job can be achieved by employees, then it can reflect to the organization as positive outputs.

Employees' satisfaction with their job are very important for themselves and organization (Aksoy & Yalcinsoy, 2018). This is because employees that are satisfied with their job tend to be more committed with the organization. The workers also able to work more efficiently in a satisfaction atmosphere and help to increased organizations' profitability. According to Bakotic (2016), managers in organization prefers workers that satisfied with their jobs, so they also feel good with their workplace. These kinds of workers are very positive regarding their view towards job.

This research will focus on private sector employees to understand the factors that affect job satisfaction. Through this research, it is hope that the results can help private sector employers especially this company to have better knowledge regarding their employees and use the results to help organization to increase job satisfaction of employees as well as enhancing the organization's productivity and increasing the number of employment.

1.3 PROBLEM STATEMENT

Job satisfaction can elevate the employee's productivity, commitment and then leads to a reducing in turnover intention. (Karim et. al., 2017). A perception that positive towards workers' task can lead to job satisfaction at a very high level (Salisu, Chinyio & Suresh, 2015). No matter which industry or what is the nature of the organization is in, job satisfaction of employee is normally the result gained from variety of perceived benefits such as work environment, supervisor support, career growth opportunities, training and development and pay (Opkara, 2012). Job satisfaction in this study is related to the Social Exchange Theory.

Perceived organizational support is an important factor in job satisfaction. According to the Social Exchange Theory, the perceive of organizational support can be regard as viewing the employment as the trade of effort and loyalty by the employee for tangible benefits and social resources from the organization (Cropanzano & Mitchell, 2005). The employers expect their employees to always

have great performance and positive job attitudes through learning new procedure and skills (Cullen et. al., 2014). The employees' socio-emotional needs are met when they perceived strong organizational support. Then this will lead to positive job attitudes including job satisfaction. However, if the workers do not feel supported by the firm, it may result in lower levels of performance and negative job attitudes including job satisfaction (Cullen et. al., 2014).

Besides that, reward is also one of factor in job satisfaction. Reward is anything that an employee value in which the employer willing to offer in exchange for his contribution (Chiang & Birtch, 2008). The Social Exchange theory suggests that when a person gives another person a reward, resource or other perceived commodity, there is an expectation of future return from the other party (Bernerth and Walker, 2009). According to Bustamam, Teng & Abdullah (2014), lack of reward can lead to diminishing workers' work effort, an unpleasant environment, and increase turnover. So, rewards are very important in organizations. The main objectives of rewarding employees are to motivate them, so they can always produce great performance, attracting and retaining the workers, and eliciting and reinforcing desired behavior of workers.

This study was done to understand the relationship of two factors of job satisfaction (rewards and organizational support) with job satisfaction. By looking on job satisfaction among employees in the company, the results from the study can help

the company to enhance the job satisfaction as well as improving the company's performance.

1.4 RESEARCH QUESTIONS

This study seeks to address the following research questions based on the issues discussed in the problem statement:

- i. Is there any significant relationship between rewards and job satisfaction?
- ii. Is there any significant relationship between organizational support and job satisfaction?

1.5 RESEARCH OBJECTIVES

The objectives of this study are as follows:

- i. To examine the relationship between rewards and job satisfaction.
- ii. To examine the relationship between organizational support and job satisfaction.

1.6 SIGNIFICANCE OF STUDY

The outcome from this study are hoped can give deep understanding for academics, university, employees and employers in private sectors and all organizations who are involved in job satisfaction issue. As mentioned above, making employees feeling satisfied with their job are crucial to make organization become more

successful. The results obtain from this study will help the organization to understand about their employees because this company never make any research regarding job satisfaction.

Thus, this result can help them to know the level of satisfaction that their employees have. From this result, the management of the organization can use the information to make a blueprint for action that they can take or changes that actually needed to help boosting the employees' satisfaction towards job. In other words, the management can use the information as a guideline for further plan.

1.7 SCOPE OF STUDY

The main objective of this study is to determine on the relationship of rewards, organizational support and job satisfaction in organization. This study focused on those two factors (rewards and organizational support) that affect job satisfaction. The sample comprises of employees in a manufacturing company located in Prai, Penang. The total population of employees in the selected private organization is 220 employees. the data was collected through the distribution of questionnaire to the respondents Based on Krejcie and Morgan (1970), 170 questionnaires were distributed to achieve the minimal sample size of 140. The SPSS (Statistical Package for Social Science) Version 22 was used to analyze the data.

1.8 DEFINITION OF KEY TERMS

Job Satisfaction

Job satisfaction can be defined as the extent to which the individual's need are satisfied and to the extent to which the individual perceives that satisfaction stems from his total work situation (Salisu et. al., 2015).

Reward

Reward can be defined as anything that an employee value in which the employer willing to offer in exchange for his contribution (Chiang & Birtch, 2008).

Organizational Support

Organizational support can be defined as the developed perceptions that is related to the degree of being known of the value that workers contribute to the organization and cared of the happiness workers has (Ring, 2011).

Employees

A person who is on the company's payroll, receives benefits, and has a supervisor (Goetsch, 2015).

Private Sector

Private sector refers to organizations that have a core strategy and mission to engage in profit-seeking activities, whether by production of goods, provision of services, and/or commercialization (Bella et. al., 2013)

1.9 ORGANIZATION OF THE THESIS

This thesis consists of five chapters. Chapter one contains the background of the study, problem statement, research questions, research objectives, significance of study, scope of study and definition of key terms. Chapter two explains literature review on dependent and independent variables, hypothesis and theoretical framework to the study. Chapter three focuses on the research methodology which includes research design, operational definition, sampling size, population, data collection procedures and technique of data analysis. Chapter four describes analysis and interpretation of results of this study. Finally, chapter five presents the discussion and conclusions of study.

1.10 CONCLUSION

As a conclusion, this chapter covers on the introduction of the thesis such as the background of study, problem statement, research questions and research objectives. This chapter also determine the type of research, dependent and independent variables used in this study. The topics were identified and covered about the effect of reward and organizational support towards job satisfaction of employee in private sector. The research questions and objectives in this chapter will be used as a guideline to determine whether the objectives can be achieved or not.



CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter provides comprehensive literature related to the study. This chapter consists of explanation about dependent variable which is job satisfaction, then followed by two independent variables, rewards and organizational support. After that, this chapter also contains underpinning theory, conceptual framework and lastly the hypotheses for this study are explained.

2.2 DEPENDENT VARIABLE

2.2.1 JOB SATISFACTION

Job satisfaction is the employees' emotions and attitude about their job (Armstrong and Taylor, 2014). There are many ways to interpret job satisfaction (Koncar & Maric, 2015). Job satisfaction can be classified into two types which are extrinsic job satisfaction and intrinsic job satisfaction (Clark, Oswald, & Warr, 1996). Extrinsic job satisfaction is the material aspects of job and linked with external sources for employees such as co-workers, health insurance benefits, pay, retirement and supervision. On the other hand, intrinsic job satisfaction is associated with internal sources such as amount of responsibility, being able to help others, job complexity, skill

utilization, enjoying one's tasks and challenges (Currie & Hill, 2012; Luna-Arocas & Morley, 2015).

Job satisfaction in this study refers to intrinsic job satisfaction. The intrinsic factors can be defined as factors of individual satisfaction that is derived from individual himself and can differ according to the reason of behavior (Lee, 2017). The intrinsic factors include components such as relations with colleagues, customer relations, job stability, efforts to unearth one's skills and sense of success at work (Bektas, 2017). Intrinsic factors have more influence on the personnel compared to extrinsic factors (Erciş, 2010). Employee who has intrinsic factors tend to take responsibility easily and willing to make sacrifices for the organization (Xie et al., 2017).

Moreover, when the individual perceptions are parallel to his expectations, this will lead to the satisfaction of the individual (Bektas, 2017). On the other hand, if the individual perceptions are not parallel to his perceptions, this will lead to disappointment and dissatisfaction. So, the individual need to know about his skills and capabilities to ensure that he aware about himself and can express his expectations clearly. For the manager in organization, he should not create any false hope for the individual and just be realistic because this will avoid the individual from having dissatisfaction (Bektas, 2017).

2.3 INDEPENDENT VARIABLES

2.3.1 REWARDS

Reward can be defined as a broad construct that represent anything valued by workers in which the organization can offer in return for the workers' contribution (Chiang and Birtch, 2008). Different firms around the world also use reward as a technique to motivate better performance of workers (Bustamam et. al., 2014). It is anything that will be given or received as a return for an achievement (Bowen, 2002).

It is a symbol of appreciation for workers' behavior after they achieved certain accomplishment and be given in terms of monetary or non-monetary (Bustamam et. al., 2014). Several reward policies have been implemented due to the importance of job satisfaction and preserving their workforce (Henderson, 2006). It is necessary for organizations or top management to fulfil the desire and need of the workers as well as using the reward to achieve workers' satisfaction (Soon, 2013).

Monetary rewards consist of pay, bonuses, health insurance, pensions and transportation facility (Zaraket & Saber, 2017). Employers give employees monetary payments in form of salary or commission. Pay is a form of monetary reward being given to employees for their services. Bonus is an additional compensation given to employees as a reward due to his performance. Commission normally offered to sales staff such as deals staff to achieve higher deals. Health insurance is also a form of monetary reward

because it involves the medical and insurer to pay for surgical expenses. This may lead to job satisfaction and motivation because health cost can be very expensive (Zaraket & Saber, 2017).

According to Mehta (2014), there is a strong and positive relationship among monetary rewards and job satisfaction. The researcher also stated that every individual has set his own standards for monetary rewards (Mehta, 2014). Also, the reward system related to distribution of financial incentives, salaries and promotion (Koncar & Maric, 2015). According to a research, job satisfaction will increase if workers believe the reward system is just such as determining the amount of rewards and benefits (Beslic, 2008). Thus, reward is the factor that explained some job aspects such as job satisfaction can contribute significantly towards organization (Bustamam, Teng & Abdullah, 2014).

Hypothesis 1: There is a significant relationship between rewards and job satisfaction.

2.3.2 ORGANIZATIONAL SUPPORT

Organizational support refers to the perceptions that been developed related to the level of being known of the value that workers contribute to the organization and cared of the happiness workers has (Ring, 2011). Gunay (2017) stated that an organizational support is considered as important in job satisfaction area. An individual may be devoted in completing task, has

sense of belonging to the organization he works with and gives high performance regarding his job.

Furthermore, Gunay (2017) stated that the perceptions among workers are different because they have been influenced by their belief systems, individual's lifestyle and personal characteristics. So, positive perceptions regarding organizational support practices can lead to positive outcomes such as to job satisfaction while negative perceptions by employees lead to dissatisfaction. The organization that is able to make their employees feel supported may led the workers to feel safe and show positive attitude while working as well as seeing themselves as a part of the organization.

In addition, Mary (2015) stated that organizational support likely influenced by various aspects of how the organization treats their employees and that treatment will influence the employees' interpretation towards organization. The author also stated that a positive relationship existed among organizational support and job satisfaction. It is believed that high level of organizational support will in return leads to high level of job satisfaction as well. There are numerous of studies stated that organizational support is associated with job satisfaction and resulting in high level of workers' performance.

Moreover, Bilgin and Demirer (2012) had stated in their research that organizational support has a positive effect on job satisfaction. They said that by enhancing organizational support can increase job satisfaction among employees. Also, Mubasa and Ngirande (2015) stated that there was

a positive and significant relationship among organizational support and job satisfaction. This result also supported by Ehsani et. al, (2013) and Wann-Yih and Htaik (2011) that organizational support was significant and had relationship with job satisfaction among employees.

Hypothesis 3: There is a significant relationship between organizational support and job satisfaction.

2.4 UNDERPINNING THEORY

Job satisfaction has been a topic of research for decades. A lot of researches been done to understand job satisfaction and factors affecting it all around the world with different context over the years. Many theories regarding job satisfaction also been developed, used and argued by researchers in their studies. For this thesis, the Social Exchange Theory (SET) are being referred to.

2.4.1 Social Exchange Theory (SET)

This study used Social Exchange Theory (SET) as the theoretical basis. Social Exchange can be defined as the voluntary actions of individuals that are motivated by the returns they are expected to bring and typically in fact bring from others (Blau, 1964). The theory suggests that when a person gives another person a reward, resource or other perceived commodity, there is an expectation of future return from the other party (Bernerth and Walker, 2009).

Within the organization, the employees are from different position and hierarchy. The exchange relationships will exist among employees while doing their tasks to attain the goals. The content of exchange may include the requirement to accomplish a job and the exchange of valuable resources and support through sharing of knowledge and experience learnt from past task. Social exchange is related to organization success because employees that perceives positively about the exchange may also have positive belief regarding the organization (Chiu & Ng., 2013).

2.5 CONCEPTUAL FRAMEWORK

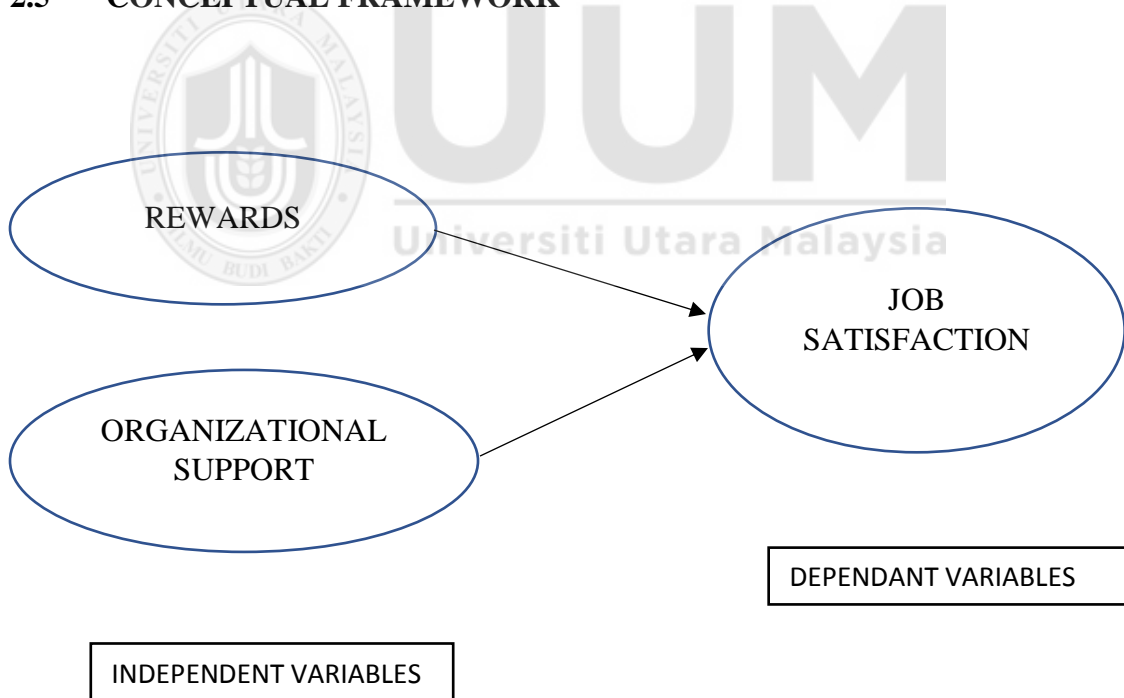


Figure 2.1 *Conceptual Framework*

2.6 RESEARCH HYPOTHESES

Hypothesis 1

H1: There is a significant relationship between rewards and job satisfaction.

Hypothesis 2

H2: There is a significant relationship between organizational support and job satisfaction.

2.7 CONCLUSION

In the nutshell, this chapter elaborate deeply regarding the dependent (job satisfaction) and independent variables (reward and organizational support). The literature explains that a lot of past researches stated the relationship that exists between all independent variables with dependent variables. It explains that the factors in this study affect job satisfaction. There are also a theory that support the variables relationship. It highlights the importance for employees to be satisfied and motivated with their jobs, so it can make them feel happy to continue doing their work.

CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION

This chapter is about the research methodology of the study. This chapter explain about the methods used in the study to gather and obtain the information. This study's research design, the population and sample size, measurement of study and questionnaire design were elaborated throughout this chapter. Also, the data collection and analysis procedures were explained in detailed. The end of this chapter was the conclusion for methodology.

3.2 CONCEPTUAL DEFINITIONS OF VARIABLES

The conceptual definition for this study is to explain the concept of variables and how the constructs related to each other. For this research, job satisfaction is the dependent variable and the independent variables are reward and organizational support.

3.2.1 Dependent Variable

Job satisfaction is the dependent variable in this study. Job satisfaction refers to the employees' emotions and attitude about their job (Armstrong and Taylor, 2014). Job satisfaction can be affected by six factors: salary, job satisfaction itself, supervision, advancement, colleagues and working

conditions (Aristovnik & Jaklic, 2013). If a worker is feeling satisfied with his job, it will lead to stable, productive, and accomplished towards company's targets (Jessen, 2011). However, lack of workers' job satisfaction can lead to negative effect not only on job achievement and performance, but also direct workers toward high level of absenteeism, lower the productivity level and increase in turnover (Bryant & Allen, 2013).

This study being conducted to identify whether there is a relationship between independent variables and dependent variables. Meaning that, the study wants to clarify if the three factors decided in this study which involved rewards, working condition and organizational support can affected job satisfaction in the manufacturing company selected.

3.2.2 Independent Variables

For this study, the independent variables are reward and organizational support. As for the first independent variable, reward can be defined as a broad construct that represent anything valued by workers in which the organization can offer in return for the workers' contribution (Chiang and Birtch, 2008). It is a symbol of appreciation for workers' behavior after they achieved certain accomplishment and be given in terms of monetary or non-monetary (Bustamam et. al., 2014). It is necessary for organizations or top

management to fulfil the desire and need of the workers as well as using the reward to achieve workers' satisfaction (Soon, 2013).

Next, the second independent variable is organizational support. According to Ring (2011), organizational support can be defined as the perceptions that been developed related with the level of workers' value that they are being appreciated and cared by the organization. Gunay (2017) stated that an organizational support is considered as important in job satisfaction area. An individual may be devoted in completing task, has sense of belonging to the organization he works with and gives high performance regarding his job.

3.3 RESEARCH DESIGN

A step to choose way in answering your research question that requires what your options and how to evaluate the relative strength and weaknesses is called research design (Jensen, 2011).

For the research design, this study used descriptive design. According to Walliman (2011), descriptive study depends on observation as a means of collecting data. For this study, the questionnaires distributed form is chosen. This form is chosen because of the type of information sought is most suitable through distribution of questionnaires to people. The information sought in this research was undertaken in a manufacturing company located in Prai, Penang. The survey in this company is most suitable to be done by using questionnaires distributed to the employees.

This is because the information can be gathered more appropriately and just within short time. The information collected using descriptive design is regarding factors affecting job satisfaction at the manufacturing company. As mentioned before, the factors involved are reward and organizational support. Thus, the questionnaires asked the employees about the effect of reward and organizational support towards job satisfaction.

Other than that, this study is a cross-sectional study. It is a study that can be completed by collecting the data just once so that it can be used in answering a research question (Sekaran & Bougie, 2013). Cross-sectional study being chosen because the data also collected just once, and the results can be obtained immediately. This is the most suitable choice because the study is done within a short period of time. In addition, the study setting is non-contrived settings. Non-contrived settings used in research was carried out in natural environment (Sekaran and Bougie, 2013). For this research, the study was done with a minimal of researcher's interference due to the natural environment whereby employees' work in the manufacturing company proceeds normally.

3.3.1 Quantitative Method

Quantitative method is selected for this study. As Muijs (2004) cited in his article, quantitative method is about collecting numerical data to explain a particular phenomenon. Thus, the reason for using this method is because the data can be collected and interpret numerically. Through the use of quantitative method, this study can seek for answer to the research question through generating numbers and facts. By using this method, the data

collected regarding job satisfaction and all the independent variables involved in this study (reward and organizational support) can identify its validity and objectivity in terms of data form. This method also is structured and has approach to proof certain question because it uses criteria to make sure that the data is valid and reliable (Barnham, 2015). So, the study can achieve its objective and understand about the relationship between job satisfaction and the factors affecting it with valid and reliable proof.

3.4 MEASUREMENT OF VARIABLES

This section specifies on how the operations are performed to measure the constructs involved in the study. The instrument used to measure the constructs are also being explained under this section.

In this study, the data is gathered through the distribution of questionnaires to employees in manufacturing company. Questionnaire is chosen as the method to collect data due to its suitability in terms of appropriate and not affect their natural environment. It is more assessible to employees because questionnaire does not require much time to be completed by them. Furthermore, the questionnaire consists of items that adapted from past researches and it is modified for the context of job satisfaction. The questionnaires are based from past researches to ensure the reliability and validity of the question itself. It is very necessary in ensuring that the questions asked are precisely related to job satisfaction and the constructs involved in this study to avoid vague result.

In this study, the questionnaire is divided into three sections which involved section A, section B and section C. It is divided into sections to make it more organize and respondents easy to understand the questionnaire as well as to let the researcher to perform better in interpreting the data to gain results from the questionnaire. Section A related to the background of the respondents, which consists of gender, age, ethnicity, educational level, working experience and position in organization. Section B consists of factors of job satisfaction (rewards and organizational support). Section C is a section about job satisfaction. All criteria were measured using five-point likert scale starting from “strongly disagree” (1) to “strongly agree” (5).

3.4.1 Job Satisfaction

Job satisfaction refers to the employees’ emotions and attitude regarding their job (Armstrong and Taylor, 2014). In this study, it refers to the satisfaction of employees toward their job in private sector. This variable was measured using four items drawn from previous researches. The internal consistency reliability for job satisfaction was 0.902 and it is considered as strong consistency by Sekaran (2003). All items were measured using five-point Likert scale starting from “strongly disagree” (1) to “strongly agree” (5).

3.4.2 Reward

Reward can be defined as a broad construct that represent anything valued by workers in which the organization can offer in return for the workers' contribution (Chiang and Birtch, 2008). This variable was measured using five items drawn from previous researches. All items were measured using five-point Likert scale starting from “strongly disagree” (1) to “strongly agree” (5).

3.4.3 Organizational Support

Organizational support can be defined as the perceptions that been developed related to the level of being known of the value that workers contribute to the organization and cared of the happiness workers has (Ring, 2011). This variable was measured using four items drawn from previous researches. All items were measured using five-point Likert scale starting from “strongly disagree” (1) to “strongly agree” (5).

Table 3.1*The Variables, Sources, Items and Type of Scale.*

Variables/Constructs	Sources	Items	Type of Scale
Rewards	Bustamam, Teng & Abdullah (2014)	1. Additional pay to basic salary increased job satisfaction. 2. Those who do well stand a fair chance of being promoted (receiving higher pay increase) 3. Received appropriate recognition for my contribution. 4. The feedback receive agrees with what I actually achieved 5. Recognition is given fairly and consistently	5-Point Likert Scale
Organizational Support	Thompson, Beauvais, & Lyness (1999) Dijkers, Geurts, Dulk, Peper, Taris, & Kompier (2007)	1. Managers in this organization are generally considerate. 2. In this organization, people are sympathetic towards care responsibilities of employees. 3. In this organization it is considered important that, beyond their work, employees have sufficient time left for their private life 4. This organization is supportive of employees who want to switch to less demanding jobs for private reasons.	5-Point Likert Scale
Job Satisfaction	Blau (1987) Susskind et al. (2000)	1. Overall, I am pleased with my work 2. Overall, I am satisfied in my current practice 3. My work in this practice has met my expectations. 4. My current work situation is not a major source of frustration in my life.	5-Point Likert Scale

3.5 POPULATION OF STUDY

According to Bacon-Shone (2013), population is potential respondents of interest.

The potential respondents for job satisfaction in this study are the employees in private sector. Specifically, the target population in determining factors affecting job satisfaction is employees in a manufacturing company. The manufacturing company is selected by researcher due to its convenient, willingness to cooperate

with the research and easy to get access to meet the employees compared to other companies in private sector. The company located in Prai, Penang. They represented part of private sector employees. The total population of employees in the selected company is 220 employees.

3.6 SAMPLE SIZE

Bacon-Shone (2013) describes sample size as the respondents selected from population for study. For this research, it is necessary in ensuring that the sample size used is the right one. This is to ensure that data from this company can be gathered precisely. The sample size represented the population of the manufacturing company. Table 3.2 shows the sample size by Krejcie and Morgan (1970). The population in the manufacturing company is 220 employees. The minimal sample size needed for this study based on Krejcie and Morgan (1970) is only 140. So, from the total 220 employees, 170 questionnaires were distributed to the employees. The reason 170 questionnaires were distributed is to let the study achieve the minimal sample size of 140. After all the process, the number of questionnaires that the study managed to get back was 152 questionnaires. So, the target to achieve 140 questionnaires is successful. This action is taken to ensure that the sample can reflect the population thus lead to more reliable and valid conclusion for this study.

Table 3.2
Sample Size

Population Size (N)	Sample Size (S)
200	132
210	136
220	140
230	144
240	148
250	152

Source: Krejcie & Morgan (1970)

3.7 SAMPLING TECHNIQUE

There are two types of sampling design which are probability and non-probability.

The sampling design for this research is probability sampling design. Probability sampling can be done when the elements in the population have a known, nonzero chance of being chosen as subjects in the sample (Sekaran & Bougie, 2013).

Probability sampling can then be divided into simple random sampling and complex probability sampling. Simple random sampling or also known as unrestricted probability sampling is chosen for this study. It refers to every element in the population has a known and equal chance of being selected as a subject (Sekaran & Bougie, 2013).

It was chosen as the best sampling design for this research and suitable for the population in the manufacturing company. This is because each employee in the organization has equal probability of being chosen. Therefore, 170 sets of questionnaires were distributed to achieve a minimal sample size of 140. As mentioned above, this sample size is based on Krejcie and Morgan (1970).

In addition, the unit of analysis is individuals. This is because the data is collected individually, and each employee's response is treated as an individual data source.

3.8 DATA COLLECTION PROCEDURE

The data was gathered in this study through the distribution of questionnaire to the respondents. Each questionnaire was provided with a cover letter that contains the explanation regarding the purpose of study to the respondents, so it can help them to understand about the research conducted. To collect the data, an official letter from OYA Graduate School of Business was collected by the researcher (refer to appendix). The official letter was forwarded to the selected manufacturing company in Prai, Penang. Then, the data was collected from the employees of manufacturing company. The duration of the time taken to complete the process of distributing and collecting the questionnaire after respondents complete filling the information was about two weeks starting from 17th April 2018 to 30th April 2018.

3.9 TECHNIQUE OF DATA ANALYSIS

SPSS (Statistical Package for Social Science) Version 22 was used in this study to analyze all the data. It is a comprehensive system and be used to generate charts, descriptive statistics, Pearson correlation analysis, regression analysis and other complex statistical analysis. So, SPSS help this study to analyze data needed by the research.

3.9.1 Reliability Statistics Analysis

Reliability test is a measure that can test consistency and stability (Sekaran & Bougie, 2013). This research used Cronbach's Alpha to test the reliability of items measured in the study. Cronbach's Alpha can best be defined as a reliability coefficient that shows the level of items in a set are correlated to one another positively. If the Cronbach's Alpha is close to 1, that means that the internal consistency reliability is higher (Sekaran & Bougie, 2013).

Table 3.3

Cronbach's Alpha

Alpha's Coefficient Range	Strength of Association
<0.6	Poor
0.6 - <0.8	Acceptable
0.8 - <0.9	Good
>0.9	Excellent

Source: Sekaran (2003)

3.9.2 Descriptive Analysis

By referring to Sekaran & Bougie (2013), descriptive statistics are being used in research to provide numerical and graphic measures by summing up the data in an explicit and reasonable approach. This study used descriptive analysis because it can provide the frequencies, percentage values as well as mean and standard deviation.

3.9.3 Pearson Correlation Matrix

Pearson correlation matrix is used to determine the strength, direction, and significance of the bivariate relationships of variables involved in the study that had been measured at an interval or ratio level (Sekaran & Bougie, 2013). In theory, a perfect positive correlation between two variables is represented by 1.0 (plus 1), or a perfect negative correlation which represented by -1.0 (minus 1).

It is also important to identify whether the correlation between two variables is significant or not. A significance of $p = 0.05$ is the generally accepted conventional level in social science research (Sekaran & Bougie, 2013). Table shown below is the suggested interpretation for correlation (Hinkle et. al, 2003).

Table 3.4
Rule of Thumb for Interpreting the Size of a Correlation Coefficient

Size of Correlation (r)	Interpretation
.90 to 1.00 (-.90 to -1.00)	Very high positive (negative) correlation
.70 to .90 (-.70 to -.90)	High positive (negative) correlation
.50 to .70 (-.50 to -.70)	Moderate positive (negative) correlation
.30 to .50 (-.30 to -.50)	Low positive (negative) correlation
.00 to .30 (.00 to -.30)	Little if any correlation

Source: Hinkle et. al (2003)

3.9.4 Multiple Regression Analysis

This analysis is used if the independent variable is more than one to determine the variance in the dependent variable (Sekaran & Bougie, 2013). It can provide linked to the relationship's degree and character among independent variables and dependent variables. Unstandardized regression coefficient or β , represents the amount of change in the dependent variable for a one-unit change in the independent variable.

Other than that, R-square is the coefficient of determination that provides information regarding the goodness of fit of the regression model (Sekaran & Bougie, 2013). It is a statistical measure of how well the regression line approximates the real data points. If the R-square is 1, it means the independent variable perfectly predict dependent variable. However, if the R-square is 0, none of the variation in dependent variable can be attributed to the independent variable.

3.10 PILOT TEST

A small study to test data collection instruments, research protocol, sample recruitment strategies and other research techniques as a preparation for a larger study is called Pilot test (Hassan et. al, 2006). By referring to Sekaran & Bougie (2013), the appropriate sample size of pilot study is approximately 30 to 100 respondents. It depends on the actual number of sample size. Reliability test result can be derived by using the reliability coefficient that consists of Cronbach's Alpha

to find out if the items in a set were correlated to one another positively (Sekaran, 2003).

For this study, the pilot test was conducted in 3rd April 2018 until 14th April 2018. The respondents involved were employees in the same manufacturing company selected for this study. Total number of pilot test respondents was 30 respondents. The respondents involved in the pilot test then were not participated in the actual study. The questionnaire was available in paper format. A cover letter also been provided explaining the research objectives. The summary of reliability test for pilot study was shown in table 3.2. By referring to the Cronbach Alpha value by Sekaran (2003), all instruments in this study were reliable. Thus, no questions were dropped, and the final questionnaire remains the same number of items that was 13 items.

Table 3.5
Summary of Reliability Test for Pilot Test

Constructs	No of Items	Cronbach Alpha
Rewards	5	0.866
Working Condition	5	0.877
Organizational Support	4	0.893
Job Satisfaction	4	0.902

3.11 CONCLUSION

As a conclusion, this chapter discussed about the research design which is based on quantitative research design. The population and sample size are discussed in this chapter as well as the measurement of variables whereby all variables have been tested and showed high reliability to be adopted for this study. This chapter also explained about the data collection procedure and the technique of data analysis.



CHAPTER 4

DATA ANALYSIS

4.1 INTRODUCTION

This chapter will discuss in detail about the analysis of data. Firstly, the chapter begins with the findings of this study. After that, this chapter include demographic of respondents' profile (gender, age, ethnicity, educational level, work experience and position in the organization). Then followed by the reliability analysis, descriptive analysis, Pearson correlation analysis, regression analysis and hypothesis testing. Finally, the conclusion for this chapter is provided.

4.2 FINDINGS

As mentioned in previous chapter, the data was gathered from respondents by distributing the questionnaires. The questionnaire was being analyzed by using SPSS (Statistical Package for Social Science) Version 22 which can transform the raw data into a form that is able to give information to researcher. This software was chosen because the software is most appropriate to analyze data collection of quantitative research. All the variables were analyzed using descriptive analysis, reliability analysis and hypothesis testing. In hypothesis testing, correlation and multiple regression methods were used to test the hypothesis for the study. Thus, the results of this research were found throughout the findings.

4.3 RESPONDENTS' PROFILE

This section is about the background of respondents who involved in this research. Frequency analysis was used to obtain the result. It was used to determine the respondents' demographic factors (Sekaran, 2003). The result of respondents' demographic profiles is shown below:

Table 4.1
Demographic Profiles of Respondents

Demographic Factors		Frequency	Percentage
Gender	Male	41	27.0
	Female	111	73.0
	Total	152	100.0
Age	20-29 years old	30	19.7
	30-39 years old	24	15.8
	40-49 years old	69	45.4
	50 years old and above	29	19.1
	Total	152	100.0
Ethnicity	Malay	86	56.6
	Chinese	40	26.3
	Indian	26	17.1
	Others	0	0
	Total	152	100.0
Education	SPM	55	36.2
	STPM	34	22.4
	Diploma	17	11.2
	Degree	40	26.3
	Master	6	3.9
	PHD	0	0
	Total	152	100.0
Work Experience	2-5 years	26	17.1
	6-10 years	28	18.4
	11-15 years	51	33.6
	More than 15 years	47	30.9
	Total	152	100.0
Position	Entry Level	88	57.9
	Executive	22	14.5
	Senior Executive	22	14.5
	Manager	18	11.8
	Senior Manager	2	1.3
	Total	152	100.0

i. Gender

In term of gender, this study comprised of 152 respondents that partially represent agricultural organizations' employees in Perai, Penang. 41 (27 %) are male respondents and 111 (73 %) are female respondents. It is a big different for gender rate between male and female employees in the organization.

ii. Age

As for age, it shows that most of the respondents were in the age of 40-49 years old with 69 respondents or 45.4 %. The lowest age group of respondents was 30-39 years old whereby involved 24 respondents or 15.8 %. The other respondents were 20-29 years old with 30 respondents or 19.7% and above 50 years old with 29 respondents or 19.1%.

iii. Ethnicity

Based on Table 4.1, highest respond rate for ethnicity came from Malay respondents which covered up 86 respondents and it is slightly more than half of the percentage which was 56.6%. the second highest respond rate was Chinese with 40 respondents or 26.3%. Then followed by Indian with 26 respondents or 17.1%. There was no other ethnicity other than these three ethnicities (Malay, Chinese, Indian).

iv. Education

In term of educational level, most of the respondents were from SPM background level with 55 respondents or 36.2%. the second highest respond rate of education level came from employees with Degree holders which was 40 respondents or 26.3%. Then followed by STPM level of employees with 34

respondents or 22.4%, Diploma holders which was 17 respondents or 11.2% and finally was Masters' holders with only 6 respondents or 3.9%. There were none of the respondents in PHD level of education.

v. Work Experience

As for working experience, the highest number of respondents had 11-15 years of working experience which involved 51 respondents or 33.6%. The second highest respond rate was employees that have more than 15 years of working experience which was 47 respondents or 30.9%. Then followed by 6-10 years of working experience with 28 respondents or 18.4% and lastly 2-5 years of working experience with 26 respondents or 17.1%.

vi. Position in the organization

In terms of position in the organization, the highest respond rate came from employees at Entry Level position in the organization with 88 respondents or 57.9%. The lowest respond rate came from the Senior Manager in the organization which was only 2 respondents or 1.3%. The other respondents were Executive with 22 respondents or 14.5%, Senior Executive with 22 respondents or 14.5% and finally the Manager with 18 respondents or 11.8%.

4.4 RELIABILITY ANALYSIS

Reliability analysis result can be derived by using the reliability coefficient that consists of Cronbach's Alpha to find out if the items in a set were correlated to one another positively (Sekaran, 2003). According to Sekaran (2003), Cronbach Alpha value that less than 0.60 are considered poor, those in the 0.70 range are acceptable,

those over 0.80 are considered good and those over 0.90 are considered excellent.

The result for the reliability analysis is shown as below:

Table 4.2
Reliability Analysis

VARIABLES	ITEMS	CRONBACH'S ALPHA
Rewards	<ol style="list-style-type: none"> 1. Additional pay to basic salary increased job satisfaction. 2. Those who do well stand a fair chance of being promoted (receiving higher pay increase) 3. Received appropriate recognition for my contribution. 4. The feedback receive agrees with what I actually achieved. 5. Recognition is given fairly and consistently 	0.998
Organizational Support	<ol style="list-style-type: none"> 1. Managers in this organization are generally considerate towards the private life of employees. 2. In this organization, people are sympathetic towards care responsibilities of employees. 3. In this organization it is considered important that, beyond their work, employees have sufficient time left for their private life. 4. This organization is supportive of employees who want to switch to less demanding jobs for private reasons. 	0.996
Job Satisfaction	<ol style="list-style-type: none"> 1. Overall, I am pleased with my work 2. Overall, I am satisfied in my current practice. 3. My work in this practice has met my expectations 4. My current work situation is not a major source of frustration in my life. 	0.998

First variable was rewards. Based on the Cronbach's alpha stated, the reliability test for rewards was 0.998. The number of items for the variable is 5. According to Sekaran (2003), Cronbach Alpha value of variable in the range of 0.90 are considered excellent. Thus, reward was excellent because it was in the range of 0.90.

Next variable was organizational support. Based on table 4.2, Cronbach Alpha coefficient for working condition was 0.996. The number of items for the variable is 4. By referring to Sekaran (2003), Cronbach Alpha value of variable in the range of 0.90 are considered excellent. Thus, organizational support also considered as excellent because it was in the range of 0.90.

The dependent variable in this research was job satisfaction. Based on the above table, the Cronbach Alpha coefficient for this variable was 0.998 with number of items for the variable was 4. According to Sekaran (2003), Cronbach Alpha value of variable in the range of 0.90 are considered excellent. Thus, job satisfaction was considered as excellent because it was in the range of 0.90.

4.5 PEARSON CORRELATION MATRIX

The descriptive analysis result is shown below:

Table 4.3

Pearson Correlation Matrix of Rewards

		Rewards	Job Satisfaction
Rewards	Pearson Correlation	1	.641**
	Sig. (2-tailed)		.000
	N	152	152
Job Satisfaction	Pearson Correlation	.641**	1
	Sig. (2-tailed)	.000	
	N	152	152

** Correlation is significant at the 0.01 level (2-tailed)

Table 4.4*Pearson Correlation Matrix of Organizational Support*

		Organizational Support	Job Satisfaction
Organizational Support	Pearson Correlation	1	.845**
	Sig. (2-tailed)		.000
	N	152	152
Job Satisfaction	Pearson Correlation	.845**	1
	Sig. (2-tailed)	.000	
	N	152	152

The tables above show the correlational analysis which determine the present of correlation between independent variables and dependent variables. In this research, it shows the correlation between the factors and employees' job satisfaction. Pearson correlation coefficient was used to measure the linearity strength between factors (rewards and organizational support) with job satisfaction of employees'. In each cell, there are three data. Pearson correlation or "r" indicates the strength of relationship. The Sig. (2-tailed) indicates whether relationship is significant or not. N in the cell is the number of participants.

The intercorrelations among the study variables are shown in Table 4.3, Table 4.4 and Table 4.5. As can be seen in Tables above, rewards ($r=.641$, $p<.01$) and organizational support ($r=.845$, $p<.01$) were significantly and positively correlated with job satisfaction.

4.6 REGRESSION ANALYSIS

According to Sekaran and Bougie (2013), a simple regression analysis is used when involving only one hypothesized independent variable to affect one dependent variable. For this study, it involved more than one independent variables. So, multiple regression analysis is used for more than one independent variables (rewards and organizational support) to explain variance in the dependent variable (job satisfaction). It can provide linked to the relationship's degree and character among independent variables and dependent variables. (Sekaran & Bougie, 2013). The authors also stated that the R-square is the amount of variance explained in the dependent variable by the predictors. The results from regression coefficients will show that each independent variables are important in the prediction of dependent variables (Sekaran & Bougie, 2013).

The result for the regression analysis are shown as below:

Table 4.6

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892 ^a	.795	.791	.27197

a. Predictors: (Constant), Organizational Support, Rewards, Working Condition

Based on the table, the value of R square was 0.795 or 79.5%. The actual correlation between the observed and predicted value of dependent variable is called adjusted R square. From Table 4.6, the adjusted R square shows that 0.791 or 79.1% of job satisfaction can be explained by the independent variables (rewards and organizational support). On the other hand, 20.9% cannot be explained.

Table 4.7*ANOVA^a*

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	42.433	3	14.144	191.223	.000 ^b
Residual	10.947	148	.074		
Total	53.380	151			

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), Org_Support, Rewards

Table 4.8*Coefficients^a*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.205	.165		1.241	.217
Rewards	.164	.059	.142	2.781	.006
Org_Support	.398	.062	.447	6.421	.000

a. Dependent Variable: Job_Satisfaction

Table 4.7 shows the ANOVA or an analysis of variance that helps to examine the significant mean differences among more than two groups on an independent variable (Sekaran & Bougie, 2013). Based on Table 4.7, the F value is 191.223. The Significant Value is 0.000. Thus, this means that the F value is significant at 0.001 level. Based on Table 4.8, there is no negative sign under *t* value, so this means that all the relationships are positive relationship. Also, all the variables are significant because the significant value in Table 4.8 shows value lower than 0.05.

4.7 HYPOTHESES TESTING

4.7.1 Hypothesis 1: Rewards

H1: There is a significant relationship between rewards and job satisfaction.

Based from the results in regression analysis, it can be concluded that there is a positive relationship between rewards and job satisfaction of employees in the organization. This is because the significant level was less than 0.05. Therefore, H1 is accepted.

4.7.2 Hypothesis 2: Organizational Support

H2: There is a significant relationship between organizational support and job satisfaction.

Based from the results in regression analysis, it can be concluded that there is a positive relationship between organizational support and job satisfaction of employees in the organization. This is because the significant level was less than 0.05.

Therefore, H3 is accepted.

4.8 CONCLUSION

As a conclusion, data analysis is a chapter that presented the results obtained through SPSS. This chapter consist of the findings, demographic of respondents' profile, reliability analysis, descriptive analysis, Pearson correlation analysis, regression analysis and hypothesis testing. From this chapter also, it can be concluded that all the independent variables were positively and significantly related to job satisfaction.



CHAPTER 5

CONCLUSION

5.1 INTRODUCTION

This final chapter start with discussion regarding the relationship of rewards and organizational support towards job satisfaction. Then followed by recommendations, direction for future studies and conclusion of chapter five.

5.2 DISCUSSION

5.2.1 Positive Relationship between Rewards and Job Satisfaction

The first research objective was to examine the relationship between rewards and job satisfaction. The findings of this study provide significant and positive relationship between rewards and job satisfaction of employees in the organization. The strength of relationship is considered as strong relationship because it is above 0.5 with the value of ($r = 0.641$). The relationship also significant based on the results in regression table with the value of 0.006 which is lower than 0.05.

The result of this research is also being supported by previous study conducted by Bustamam et. al. (2014), whereby there is a relationship between rewards and job satisfaction. They also stated that lack of rewards can lead to diminishing workers' work effort, an unpleasant environment, and increase turnover.

Furthermore, Idemobi et. al. (2017) stated that there is a significant relationship between reward and job satisfaction. They explained that if reward leads to the satisfaction of employees, it can help in developing positive attitude and better commitment. They further elaborated that good reward can make employees to be more productive thus lead to job satisfaction desired in the workplace.

Moreover, Jasinth and Sooriya (2016) also stated that there is a positive relationship between reward and job satisfaction. They further explained that by providing reward to the employees, job satisfaction can be obtained by increase in commitment and reduced of absenteeism and turnover.

5.2.2 Positive Relationship between Organizational Support and Job Satisfaction

The second research objective was to examine the relationship between organizational support and job satisfaction. This study showed that organizational support also found to be significantly and positively related to job satisfaction. This shows that organizational support also affecting job satisfaction. The strength of relationship is considered as strong relationship because it is above 0.5 with the value of ($r = 0.845$). The relationship also significant based on the results in regression table with the value of 0.000 which is lower than 0.05.

The result of this research is also being supported by previous study conducted by Mabasa and Ngirande (2015) that found a significant and positive relationship among organizational support and job satisfaction. This is also supported by Mary (2015) that also found that there was a positive relationship of organizational support with job satisfaction.

In addition, Cullen et. al. (2014) also confirmed that organizational support plays a vital role in employees' job satisfaction and performance. They further elaborated that if the organization encourage employees in working, this can decrease uncertainty and improve perceptions of organizational support. They also stated that organizational support can be increase through engagement with employees by developmental feedback, training, job rotation and others.

Moreover, Afif (2018) stated that there is a direct relationship between perceived organizational support and job satisfaction. He explained that employees can do their jobs more efficiently if the support by organization is well performed. He stated that if the organization provided enough support to the employees, they will be more satisfied with their job and this can lead to stronger sense of commitment to the job.

5.3 LIMITATIONS

Based on this study, there were a few of limitations that can be drawn throughout the research to ensure better future study. The first limitation is about the limited time and respondents for this study. The allocation of time was short, so it only involved respondents from one organization. If future researcher can allocate more time for this research, I believe the data can be gained from several other organizations too. This is because the results gained from one organization may not alike with other organizations. So, if proper time provided, more respondents can involve in the study and better results can be gained.

Another limitation is that, this study only focused on two factors (rewards and organizational support). Thus, the results gained by this study was not enough to be generalized to job satisfaction in the selected organization. There were a lot of other independent variables that can be study in future. For example, future researcher can study about the relationship of job stress or leadership style towards job satisfaction.

Final limitation is about the scope of this study. As mentioned in chapter one, this study only focused on private organization. It means that the results obtained may be different if job satisfaction be test in public organization. If the result was significant in private organization, it can still be not significant in public organization even though using similar independent variables. Thus, future study

can take initiatives to broaden the study to public institution to see whether the results will be similar in private organization.

5.4 RECOMMENDATIONS

There are several areas that future research can focus to have better results and research.

5.4.1 To the Private Sector

As can be seen throughout this research, the study only limited to two factors which were rewards and organizational support. Even though all independent variables were significantly and positively related to job satisfaction of this organization, however, the organization must take some action to determine other factors that can affect their employees' job satisfaction. This is important to ensure that every step taken by the company can be efficient enough to apply to all employees. For example, if the organization can determine other independent variable such as job stress and take some action to handle it, then it is possible for the organization to be more productive compared to only focus on the earlier two factors (rewards and organizational support).

5.4.2 To the Researchers

As for future researchers, the best recommendation is to conduct the study at public organization. As mentioned in the limitation, the results obtained in private organization may differ from public organization. The variables that were significant in private organization may not significant if test in public organization. Future research also can determine the factors that can affect job satisfaction in public organizations. Also, the allocation of time should be longer, so the study can be conducted in several organizations to make the research be more reliable.

5.5 IMPLICATION

There are some implications towards the organization that can be seen regarding the two factors that been studied in this research which were rewards and organizational support. In terms of rewards, the organization now realized the important to highlight this factor and always try to give their employees appropriate rewards that they deserved to achieve. The rewards also must be given fairly and consistently to ensure the harmonies in the organization and enhance the organization productivity. Then, in terms of organizational support, the organization must continue to be supportive towards their employees. The organization must be considerate towards the private life of employees and help them to balance between work and private life. In a nutshell, the organization especially the management always need to keep an update with their employees'

job satisfaction to ensure that their employees are having a great time working with the organization. This can lead the organization to be more efficient, productive and successful in future because having great employees can help organization to achieve its goals.

5.6 CONCLUSION

Overall, this study been done to examine the relationship between rewards and organizational support towards job satisfaction of employees in an organization. The objectives of this study have been achieved and throughout the research process the results were shown and discussed. This study had shown that all the variables were significantly and positively related to job satisfaction. The factors or independent variables involved were rewards and organizational support.

Thus, from this study, it is hoped that the organization gained new knowledge for them to improve their employees' job satisfaction. Also, the organization must continue to find other factors that can help them to have better understanding regarding their employees for the sake of organizational success. It is believed that through research, it can make the organization to be more understanding about its employees' and help them to deal with any issues arise.

Lastly, the results from this are hoped can provide to other people besides the organization for a better understanding regarding this matter. Job satisfaction is important to ensure all employees be more productive in helping the organization to achieve success. By having knowledge regarding job satisfaction of individuals, greater success can be produced and ensure a better future.



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APPENDIX A: QUESTIONNAIRES

The Questionnaire

Dear respondents,

I am a student from Universiti Utara Malaysia (UUM) currently pursuing Master of Human Resource Management (MHRM). As part of my coursework for the subject BPMZ69912 Research Paper, I am required to conduct a research survey. The title of my research project is “The Relationship of Rewards and Organizational Support towards Job Satisfaction.”. I would be grateful if you could spend a few minutes of your time to complete the questionnaire. I assure that all information collected is strictly for academic purposes and will be kept confidential. Thank you for your kind assistance. If there is any doubt, please do not hesitate to contact:

Nur Syahrina Ahmad Labib

Master Student of Universiti Utara Malaysia

E-mail address: syahrinalabib@gmail.com

Phone number: 012-4286280



Section A: Demographic Information

Please specify your answer by placing a (√) on the relevant answers provided.

1. Gender

☐ Male ☐ Female

2. Age

☐ 20- 29 years old ☐ 30-39 years old ☐ 40-49 years old ☐ 50 years old and above

3. Ethnicity

☐ Malay ☐ Chinese ☐ Indian ☐ Others

4. Educational Level

☐ SPM ☐ Diploma ☐ Master
☐ STPM ☐ Degree ☐ PHD

5. Work Experience

☐ Less than 5 years ☐ 6-10 years ☐ 11- 15 years
☐ more than 15 years

6. Position in the organization

☐ Entry Level ☐ Senior Executive ☐ Senior Manager
☐ Executive ☐ Manager

Section B: Factors of Job Satisfaction

Please indicate the most appropriate opinion/response by placing (√) on the scale below.

(1) Strongly Disagree (SD)

(2) Disagree (D)

(3) Neutral (N)

(4) Agree (A)

(5) Strongly Agree (SA)

Rewards	SD	D	N	A	SA
R1. Additional pay to basic salary increased job satisfaction.					
R2. Those who do well stand a fair chance of being promoted (receiving higher pay increase)					
R3. Received appropriate recognition for my contribution.					
R4. The feedback receive agrees with what I actually achieved					
R5. Recognition is given fairly and consistently.					

Organizational Support	SD	D	N	A	SA
OS1. Managers in this organization are generally considerate towards the private life of employees.					
OS2. In this organization, people are sympathetic towards care responsibilities of employees.					
OS3. In this organization it is considered important that, beyond their work, employees have sufficient time left for their private life					
OS4. This organization is supportive of employees who want to switch to less demanding jobs for private reasons.					

Section C: Job Satisfaction

Please indicate the most appropriate opinion/response by placing (√) on the scale below.

(1) Strongly Disagree (SD)

(2) Disagree (D)

(3) Neutral (N)

(4) Agree (A)

(5) Strongly Agree (SA)

Job Satisfaction	SD	D	N	A	SA
JS1. Overall, I am pleased with my work					
JS2. Overall, I am satisfied in my current practice					
JS3. My work in this practice has met my expectations					
JS4. My current work situation is not a major source of frustration in my life.					

THANK YOU

APPENDIX B: SPSS RESULTS

1. Demographic Profiles of Respondents

Demographic Profiles of Respondents

Demographic Factors		Frequency	Percentage
Gender	Male	41	27.0
	Female	111	73.0
	Total	152	100.0
Age	20-29 years old	30	19.7
	30-39 years old	24	15.8
	40-49 years old	69	45.4
	50 years old and above	29	19.1
	Total	152	100.0
Ethnicity	Malay	86	56.6
	Chinese	40	26.3
	Indian	26	17.1
	Others	0	0
	Total	152	100.0
Education	SPM	55	36.2
	STPM	34	22.4
	Diploma	17	11.2
	Degree	40	26.3
	Master	6	3.9
	PHD	0	0
	Total	152	100.0
Work Experience	2-5 years	26	17.1
	6-10 years	28	18.4
	11-15 years	51	33.6
	More than 15 years	47	30.9
	Total	152	100.0
Position	Entry Level	88	57.9
	Executive	22	14.5
	Senior Executive	22	14.5
	Manager	18	11.8
	Senior Manager	2	1.3
	Total	152	100.0

2. Reliability Analysis

Reliability Analysis

VARIABLES	ITEMS	CRONBACH'S ALPHA
Rewards	6. Additional pay to basic salary increased job satisfaction. 7. Those who do well stand a fair chance of being promoted (receiving higher pay increase) 8. Received appropriate recognition for my contribution. 9. The feedback receive agrees with what I actually achieved. 10. Recognition is given fairly and consistently	0.998
Organizational Support	5. Managers in this organization are generally considerate towards the private life of employees. 6. In this organization, people are sympathetic towards care responsibilities of employees. 7. In this organization it is considered important that, beyond their work, employees have sufficient time left for their private life. 8. This organization is supportive of employees who want to switch to less demanding jobs for private reasons.	0.996
Job Satisfaction	5. Overall, I am pleased with my work 6. Overall, I am satisfied in my current practice. 7. My work in this practice has met my expectations 8. My current work situation is not a major source of frustration in my life.	0.998



Universiti Utara Malaysia

3. Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892 ^a	.795	.791	.27197

a. Predictors: (Constant), Organizational Support, Rewards

4. ANOVA Table

Table 4.7

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.433	3	14.144	191.223	.000 ^b
	Residual	10.947	148	.074		
	Total	53.380	151			

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), Org_Support, Rewards

5. Coefficient Table

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.205	.165		1.241	.217
Rewards	.164	.059	.142	2.781	.006
Org_Support	.398	.062	.447	6.421	.000

a. Dependent Variable: Job_Satisfaction

6. Pearson Correlation Table

Correlations

		Rewards	Org_Support	Job_Satisfaction
Rewards	Pearson Correlation	1	.538**	.641**
	Sig. (2-tailed)		.000	.000
	N	152	152	152
Org_Support	Pearson Correlation	.538**	1	.845**
	Sig. (2-tailed)	.000		.000
	N	152	152	152
Job_Satisfaction	Pearson Correlation	.641**	.845**	1
	Sig. (2-tailed)	.000	.000	
	N	152	152	152

** . Correlation is significant at the 0.01 level (2-tailed).

